

SYSTEM FOR RECRUITING CANDIDATES FOR EMPLOYMENT

CROSS-REFERENCE TO RELATED APPLICATIONS

This application claims the benefit of U.S. provisional application Serial No. 60/240,810, filed October 16, 2000. This application is related to the following commonly owned and copending applications: WEB SITE FOR RECRUITING CANDIDATES FOR EMPLOYMENT, filed _____ (Attorney Docket No. FMC 1335 PUS, 200-1707); and METHOD FOR RECRUITING CANDIDATES FOR EMPLOYMENT, filed _____ (Attorney Docket No. FMC 1303 PUSP, 200-1417).

BACKGROUND OF THE INVENTION

1. Field of the Invention

This invention relates generally to recruiting candidates for employment and, more specifically, to a system for recruiting candidates for employment.

2. Background Art

Recruiting candidates for professional employment is a burdensome and multi-faceted task. Conventional professional recruiting comprises defining overall hiring objectives (i.e., target number of hires, diversity targets, etc.), training recruiters, defining and advertising employment opportunities, managing candidate resumes and background information, scheduling candidate interviews, visits and career fairs, traveling to and staffing candidate interviews, visits and career fairs, evaluating and comparing candidates, making offers to qualified candidates, negotiating offers, confirming acceptance or rejection of the offers and managing the various tasks associated with

bringing a new employee on-board (i.e., scheduling medical examinations, background checks, drug tests and relocating the candidate).

Often, several tiers of employer personnel participate in the recruiting process. For example, corporate executives may define overall hiring objectives. The personnel department may manage the candidate resumes. Other departments or committees may manage recruiter training, employment requisitions, advertising and the various recruiter-candidate activities (interviews, career fairs, campus visits, etc.). As a result of the volume, distribution and nature of the various recruiting tasks, communication and cooperation among the participants is often redundant, decentralized and ineffective.

In addition, scheduling and rescheduling the various tasks among recruiting staff and candidates is often very tedious and cumbersome. The personal schedule of every manager, recruiter and candidate participating in the recruiting process must be taken into account and coordinated among one another.

Another problem with conventional recruiting is the candidate experience. Often, the candidate-recruiter or candidate-employer relationship is impersonal and unreasonably brief. Candidates are often forced to make substantial professional employment decisions based on one or two formal, brief and uncomfortable encounters with a recruiter. Moreover, candidates often wait weeks or months after an interview to receive an employment offer or rejection. Considering that most professional employment offers include a deadline for response, candidates are often forced to decide on an offer from one employer before they know whether they will receive an offer from another employer that they have just interviewed with. In addition, candidates who receive rejections are seldom provided

feedback explaining why they have been rejected and how they might improve their chances of employment in the future.

What is needed is a solution for efficiently streamlining the recruiting process from initially defining hiring objectives to finally getting the most qualified candidates on-board with the employer. The solution should comprise a method and system through which each of the various tasks associated with the recruiting process are defined, coordinated and managed. In addition, the solution should provide candidates with a more personal experience that allows the candidates to comfortably and efficiently participate in the recruiting process. Candidates should have a greater level of interactivity with the recruiter during the recruiting process. Preferably, the solution provides the candidates with an offer or rejection soon after they are evaluated so that the candidates are not forced into making premature employment decisions. Candidates receiving a rejection should be provided with feedback explaining why they have been rejected and how they might improve their chances of employment in the future.

SUMMARY OF THE INVENTION

An internet-based system for recruiting candidates for employment is provided. The system comprises at least one server computer operably connected to at least one database and serving a plurality of client computers. The at least one server computer is configured to host and perform several tasks associated with recruiting candidates for employment in accord with the present invention. The server is configured to receive input defining a plurality of employment requisitions wherein each employment requisition has associated candidate matching criteria. The server is additionally configured to host an interactive

interface for presenting a plurality of candidates for employment with an employment skills questionnaire. The server is further configured to assess each candidate based on a comparison between each candidate's employment skills and the candidate matching criteria. The server is also configured to host an interactive interface for allocating the employer-hosted recruiting event invitations to candidates based on the assessment.

5 The server may additionally be configured to host an interface for presenting a profile of each candidate wherein each profile comprises an assessment of how well a candidate's employment skills match the candidate matching criteria.

15 The server may also be configured to host an interface for defining and scheduling the employer-hosted recruiting events. During the recruiting events, the server is configured to host an interface for receiving an assessment of each candidate attending an employer-hosted recruiting event. Candidate assessments during the employer-hosted recruiting event are received and reported by the system in real time and comprise an assessment of a candidate's interview performance, an assessment of a candidate's performance during a group observation exercise and a placement recommendation for the candidate wherein the recommendation is based on the candidate's discussions with a mentor. Candidates for hire are selected from the real time presentation of candidate assessments.

25 The server may be configured to present candidates selected for hire with an offer letter in an electronic format prior to the conclusion of the employer-hosted recruiting event.

BRIEF DESCRIPTION OF THE DRAWINGS

Figure 1 is a block flow diagram illustrating an overview of a hiring process in accord with the preferred embodiment of the present invention;

5 Figure 2 is a system diagram illustrating the environment in which the present invention operates;

Figure 3 is a block flow diagram illustrating an overview of the planning and preparation element of the hiring process;

10 Figure 4 illustrates a system interface defining a target number of hires by function and monitoring the recruiting status in real time during the hiring process;

15 Figure 5 illustrates a system interface for adding certified recruiters and event staff members to a database of certified recruiters and event staff;

Figure 6 illustrates a system interface for searching the database of certified recruiters and event staff;

20 Figure 7 illustrates a system interface for defining recruiter and event staff personal biographies;

Figure 8 illustrates a system interface for defining recruiting teams;

25 Figure 9 illustrates a system interface for defining invitations to an employer-hosted recruiting event, and distributing those invitations to recruiters;

Figure 10 illustrates a system interface for adding university information to a database of recruiting venues;

30 Figure 11 illustrates a system interface for adding university contact information to the database of recruiting venues;

Figure 12 illustrates a system interface for adding professional organization information to the database of recruiting venues;

- 5 Figure 13 illustrates a system interface for path B recruiter to schedule on-campus interviews, professional organization activities and career fairs;

Figure 14 illustrates a system interface for defining employer-hosted recruiting event profiles;

- 10 Figure 15 illustrates a system interface for defining general attributes of an employment requisition;

Figure 16 illustrates a system interface for defining an abstract and detailed description of the employment requisition;

- 15 Figure 17 illustrates a system interface for selecting default candidate matching components for the employment requisition;

Figure 18 illustrates a system interface for defining basic candidate matching information for the employment requisition;

- 20 Figure 19 illustrates a system interface for defining a candidate's education required for the employment requisition;

- 25 Figure 20 illustrates a system interface for defining certifications and concentrations required for the employment requisition;

Figure 21 illustrates a system interface for defining a candidate's grade point average required for the employment requisition;

- 30 Figure 22 illustrates a system interface for defining candidate background information and candidate relocation preference information;

Figure 23 illustrates a system interface for defining the technical skills and knowledge at a moderate proficiency level required for the employment requisition;

Figure 24 illustrates a system interface for defining the technical skills and knowledge at a high proficiency level required for the employment requisition;

Figure 25 illustrates a system interface for
5 defining candidate experiences required for the employment requisition;

Figure 26 illustrates a system interface for defining any additional unique qualifications required for the employment requisition;

10 Figure 27 is a block flow diagram illustrating an overview of the candidate identification process;

Figure 28 illustrates an introductory page at the candidate web site;

Figure 29 illustrates an introductory page at the
15 candidate web site having a multimedia recruiter profile presentation;

Figure 30 illustrates an introductory page at the candidate web site having a text-based recruiter profile presentation;

20 Figure 31 illustrates an introductory page at the candidate web site for creating a candidate's personal profile;

Figure 32 illustrates a candidate web site page for inputting a candidate's contact information;

25 Figure 33 illustrates the beginning web page for an on-line skills questionnaire at the candidate web site;

Figure 34 illustrates the educational background portion of this on-line skills questionnaire at the candidate web site;

30 Figure 35 illustrates a leadership behavior assessment portion of the on-line skills questionnaire at the candidate's web site;

Figure 36 illustrates a personal experiences assessment portion of the on-line skills questionnaire at the candidate's web site;

5 Figure 37 illustrates a job search page at the candidate web site;

Figure 38 illustrates a search results web page at the candidate web site;

Figure 39 illustrates a web page at the candidate web site containing a detailed job description;

10 Figure 40 illustrates a page at the candidate web site containing a job pod;

Figure 41 illustrates various elements of functionality associated with the job pod at the candidate web site;

15 Figure 42 illustrates a candidate's interactive messaging center at the candidate web site;

Figure 43 illustrates a page at the candidate web site for searching campus visits and career fairs;

20 Figure 44 is a block flow diagram illustrating a detailed recruiting process for referred candidates;

Figure 45 illustrates a system interface through which a path B recruiter defines a candidate profile and interview assessment;

25 Figure 46 illustrates a system interface for managing a recruiter's candidate invitation account;

Figure 47 illustrates an example candidate profile listing;

Figure 48 illustrates an example candidate profile report;

30 Figure 49 illustrates a system interface for searching candidate profiles;

Figure 50 is a block flow diagram illustrating a recruiter's evaluation-invitation process for web recruited candidates;

Figure 51 is a block flow diagram illustrating the search team evaluation-invitation process for job pool candidates that have requested consideration for current job opportunity;

5 Figure 52 is a block flow diagram illustrating a recruiter's evaluation-invitation process for job pool candidates that have requested consideration for current job opportunities;

10 Figure 53 is a block flow diagram illustrating an evaluation process for current interns;

 Figure 54 is a block flow diagram illustrating the recruiting process for preselected or agency conversion candidates;

15 Figure 55 is a block diagram illustrating an overview of an employer-hosted recruiting event;

 Figure 56 is a block flow diagram illustrating the process by which invited candidates accept an invitation to an employer-hosted recruiting event;

20 Figure 57 is a block flow diagram illustrating the preliminary event staff registration process;

 Figure 58 is a block flow diagram illustrating the final event staffing process;

 Figure 59 is a block flow diagram illustrating the employer-hosted recruiting event check in process;

25 Figure 60 is a block flow diagram illustrating the candidate evaluation process that takes place during the employer-hosted recruiting event;

30 Figure 61 illustrates a system interface through which a group assessor inputs the results of a candidate's group assessment during an employer-hosted recruiting event;

 Figure 62 illustrates a system interface through which a mentor inputs an assessment of each candidate mentored at the employer-hosted recruiting event;

Figure 63 is a block flow diagram illustrating the process for making a hiring decision during the employer-hosted recruiting event;

5 Figure 64 illustrates the process for extending offer/no offer letters to candidates attending the employer-hosted recruiting events;

Figure 65 illustrates the process for extending the offer/no offer letters to current interns;

10 Figure 66 illustrates the follow-up process for candidates who receive an offer letter at an employer-hosted recruiting event; and

Figure 67 is a block flow diagram illustrating the medical examination process for new hires.

DETAILED DESCRIPTION OF THE PREFERRED EMBODIMENT(S)

15 Figure 1 is a block flow diagram illustrating a preferred embodiment of the present invention. Generally, the hiring process 1 comprises planning and preparation as described in block 3, identifying potential candidates for employment as described in block 5, inviting qualified
20 candidates to employer-hosted events as described in block 7, assessing the invited candidates in real-time during the events and providing employment offers to candidates during an event as described in block 9. An additional aspect of the hiring process comprises candidate follow-up and
25 finalizing the candidates' accession to their new employment as described in block 13 (e.g., validating educational credentials, conducting medical and drug screening, conducting background checks, relocating candidate, etc.).

30 Figure 2 illustrates a system (the "System") for implementing the hiring process illustrated in Figure 1. Notably, implementation of the hiring process illustrated in

Figure 1 is not limited to the System illustrated in Figure 2.

Generally, the System comprises at least one server computer 17 operably connected to at least one secured sequential database 19 and 21 and serving a plurality of client computers 23a-23d. In accord with a preferred embodiment, the server computer serves the client computers via the Internet 25a and 25b including the World Wide Web.

In accord with the present invention, System users operating client computers 23a-23d include but are not limited to recruiting administrators 27, recruiters 29, recruiting event staff 31, and candidates 33.

At least one firewall 35a and 35b restricts access to the System according to predefined user privileges and restrictions. Recruiting administrators 27 assign all non-candidate System users (i.e., recruiters 29 and event staff 31) permissions which are enforced via login code and password. As discussed in detail *infra*, public access by candidates 33 is limited to a System-hosted candidate web site (not shown).

The System may be implemented utilizing programming languages and utilities including but not limited to hypertext mark-up language (HTML), dynamic hypertext mark-up language (DHTML), vector-based animation (e.g., Flash[™]) extensible mark-up language (XML), active server pages (ASP), virtual reality mark-up language (VRML), cascading style sheets (CSS), layering, server side includes (SSI), common gateway interfacing (CGI), C++ and Java. Data is stored in a secure sequel server database.

For purposes of clarity and organization, the remainder of the Detailed Description of the Preferred Embodiments is divided into five principal sections, each

section corresponding to a separate element of the hiring process, illustrated in Figure 1.

Planning and Preparation

Figure 3 is a block flow diagram illustrating an overview of the planning and preparation element of the hiring process. Generally, planning comprises defining the hiring objectives for the upcoming year as described in block 37. Preparation comprises assembling the resources necessary to meet those objectives. Hiring objectives for an upcoming year include but are not limited to a target number of hires, diversity targets, timing-of-hiring criteria and employment requisitions. To define the target number of hires, recruiting administration accesses the System and inputs the desired data.

Figure 4 illustrates a System interface 40 for defining a target number of hires 44 by function 42 and monitoring the recruiting status in real time during the hiring process. For each function 42, the number of corresponding defined placements 46, events 48 and invitations 50 is reported.

After the hiring objectives have been established, the resources or staffing necessary to meet those objectives are assembled as described in block 39. In accord with the present invention, staffing includes but is not limited to recruiters, event owners and event staff (e.g., candidate interviewers, candidate mentors, group observers and candidate buddies, discussed *infra*).

In accord with a preferred embodiment of the present invention, recruiters and event staff are trained and certified in their respective roles prior to their participation in the hiring process as described in blocks 41, 43, 45 and 47. A database of certified recruiters is

maintained within the System. Figure 5 illustrates a System interface 54 through which certified recruiters and event staff members (i.e., interviewers, mentors and assessors) are added to the database of certified recruiters and event staff. Each certification listing comprises the name of the person certified 55, the training date 57, the course description 59, the completion date 61 and the test score 63. Figure 6 illustrates a System interface 64 through which recruiting staff can search the database of certified recruiters and event staff according to name 65, course code 67, division 69, date range 71 and organization 73.

Referring again to Figure 3, each certified recruiter and event staff member accesses the System and defines a personal biography as described in block 49. Biographies are used during the candidate identification step of the hiring process to match recruiters and event staff members with candidates. As discussed in more detail *infra*, recruiter and event staff profiles may be posted on the candidate web site for viewing by potential candidates.

Figure 7 illustrates a System interface 75 through which recruiters and event staff define their personal biographies or profiles. Biographies comprise the person's contact information 77, function 89, gender 91, race 93, education 95, professional association 97, and a mentor-candidate matching questionnaire (not shown).

Referring again to Figure 3, recruiting teams are defined after the certified recruiter and event staff database has been assembled as described in block 51. Preferably, a recruiting team is defined for each university or professional organization at which the employer recruits employees.

Figure 8 illustrates a System interface 99 through which the recruiting teams are defined. Recruiting team definition comprises specifying the school or professional

organization to which the team is assigned 101, team members 103, a function 105 and a recruiting role 107 for each team member.

Referring again to Figure 3, candidate invitations to employer-hosted recruiting events are next defined and distributed to recruiters as described in block 53. Figure 9 illustrates a System interface 109 through which invitations are defined and distributed to recruiters. Each invitation definition comprises allocation criteria including but not limited to the name of the recruiter (i.e., the silver bullet user 111), the recruiting method (e.g., Path A or Path B, as discussed *infra*) 113, the recruiting season 115, the function for which the recruiter is recruiting 117, the class for which the recruiter is recruiting 119, the campus or professional organization assigned to the recruiter 121, any pre-scheduled events for that campus 123, the number of invitations (i.e., "Bullets") given to each recruiter for inviting qualified candidates to employer-hosted recruiting events 125, the target number of hires for the recruiter 127 and the expiration date of the recruiter's invitations 129. As discussed *infra*, the System hosts a recruiting account for each recruiter to manage the candidate invitations he or she has been assigned.

Referring again to Figure 3, event profiles are next defined as described in block 56. A recruiting venue database is maintained within the System. Recruiting venues include but are not limited to universities and professional associations. Figure 10 illustrates a System interface 131 through which university information is added to the database of recruiting venues. University information comprises the name of the university 131, a recruiting administrator assigned to the university 133, the location of the university 135, the employer departments (e.g., "functions") for which the employer recruits at the

university 137, co-op information 139, ethnicity information 141 and Gourman rankings 143. Figure 11 illustrates a System interface 145 through which contact information for each university is input into the database of recruiting venues. Contact information for an input school 146 comprises the name 147, title 149, phone number 151, fax number 153, e-mail address 155 and mailing address 157 of each recruiting contact within the university (e.g., Undergraduate Placement Director, Graduate Placement Director, Dean, etc.). Preferably, contacts are input according to school department (i.e., business school 159, engineering 161, etc.).

Figure 12 illustrates a System interface 163 through which professional organization information is added to the database of recruiting venues. Professional organization information comprises the name of the organization 165, the location 167, ethnicity information 169 and contact information 171.

In accord with a preferred embodiment of the present invention, there are two recruiting methods for recruiters to choose from: "Path A" and "Path B". Path A recruiters identify candidates to recruit based on candidate profile information compiled via the candidate web site, as discussed *infra*. Path B recruiters identify candidates to recruit through campus activities such as campus interviews, professional organization activities and career fairs.

Figure 13 illustrates a System interface 173 through which Path B recruiters schedule on-campus interviews, professional organization activities and career fairs. Each activity added comprises a school 175, an activity classification 177, an activity description 179, the name of the activity planner 181 and an activity date 183. To schedule a campus interview, the recruiter additionally enters the interviewer name 185, the length of

the interview 187, the type of employment opportunity 189, the type of student 191, the schedule type 193, and a description of the employment opportunity 195. To schedule a professional organization activity, the recruiter additionally enters the academic group 197 and the activity location 199. To schedule a campus activity, the recruiter additionally enters the target academic group 201. As discussed *infra*, Path B recruiter activities are posted on the candidate web site.

- 10 Referring again to Figure 3, employer-hosted recruiting event profiles are defined as described in block 56. Figure 14 illustrates a System interface 203 through which profiles for the employer-hosted events are defined. Employer-hosted events are discussed in more detail *infra*.
- 15 Event profiles 203 comprise an event name 204, a start date 206 for the event, an end date 208 for the event, employment requisitions to be filled via the event 210 and a description of the event 212. Additional event definitions (not shown) comprise the event owner, the event type (e.g., business, technical, etc.), the target attendance ratio (e.g., staff member to candidate), the venue, the staffing and the keynote speaker (e.g., executive).
- 20

- Referring again to Figure 3, a brand team implements marketing and advertising plans based on the event profiles as described in block 58. In addition, the brand team notifies each recruiting staff member responsible for their respective event of the availability of any marketing materials. The marketing materials are also posted to the candidate web site.
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- 30 Figures 15 through 26 illustrate a series of System interfaces through which recruiting administration defines employment requisitions. Generally, the definition of an employment requisition is an eleven step process.

Notably, neither all steps nor any particular order is required for defining an employment requisition.

Figure 15 illustrates a System interface 301 for defining general attributes of an employment requisition.

- 5 General attributes comprise a requisition number 303, a requisition name 305, a target number of hires for the requisition 307, a creation date 309, an expiration date 311, a type (e.g., technical, business, etc. 313), an employee class 315 (e.g., co-op, intern, direct hire, etc.),
10 the name of the employer 317, the function or business unit of the employer 319 (e.g., product development, engineering, sales, etc.) the general career type 321 and a recruiting manager for the requisition 323.

- Figure 16 illustrates a System interface 325 for
15 defining an abstract 327 and detailed description 329 for the employment requisition.

- Figure 17 illustrates a System interface 331 for selecting default candidate matching components 333 for the employment requisition. Preferably, the default component
20 pull-down menu comprises a complete list of the employer's business departments.

- Figure 18 illustrates a System interface 335 for defining basic candidate matching information for the employment requisition. Basic candidate matching
25 information includes but is not limited to the level(s) of responsibility the employment opportunity demands 337, the minimum salary for the position 339, the maximum salary for the position 341 and the location(s) 343.

- Figure 19 illustrates a System interface 345 for
30 defining a candidate's education required for the employment requisition. Education and certification requirements include but are not limited to a degree type 347, a field of study 349 and a candidate requirement (e.g., highly desirable, desirable, minimum requirement, etc.) 351.

Figure 20 illustrates a System interface 355 for defining certifications and concentrations 357 and corresponding candidate requirements 359 (e.g., not important, very important, etc.) for the employment requisition.

Figure 21 illustrates a System interface 359 for defining the minimum 361, desirable 363 and highly desirable 365 candidate grade point averages for the employment requisition.

Figure 22 illustrates a System interface 367 for defining candidate background information 369 and candidate relocation preference information 371.

Figure 23 illustrates a System interface 371 for defining the required technical skills and knowledge 373 at a moderate proficiency level and corresponding requirement levels 375 (e.g., desirable, non-desirable and N/A) associated with the employment requisition.

Figure 24 illustrates a System interface 377 for defining the required technical skills and knowledge 379 at a high proficiency level and corresponding requirement levels 381 (e.g., desirable, non-desirable and N/A) associated with the employment requisition.

Figure 25 illustrates a System interface 384 for defining the candidate experiences 386 required for the employment requisition and corresponding requirement levels 388 (e.g., minimum requirement, highly desirable, desirable, not important).

Figure 26 illustrates a System interface 383 for defining any additional unique qualifications 385 required for or associated with the employment requisition.

After the employment requisitions are input into the System and stored within an employment requisition database (not shown), they are revised, approved and posted on the candidate web site, as discussed *infra*.

Additionally, the employment opportunities may be posted to other Internet-based career finder sites or bulletin boards.

- Preferably, the database of defined employment requisitions can be searched according to search criteria
- 5 comprising requisition name, number, creator, function, career, event type and creation date.

Candidate Identification

- Candidate identification is an ongoing step in which candidates for employment are first identified.
- 10 Figure 27 is a block flow diagram illustrating an overview of the candidate identification process. Generally, there are four types of candidates: candidates who have participated in the hiring process primarily through the candidate web site discussed *infra* ("web candidates" 387),
- 15 current interns 389 preselected candidates 391 (e.g., agency conversions) and referred candidates 393.

- Preselected candidates 391 and current interns 389 are encouraged by their respective recruiters and supervisors to access the candidate web site 395 discussed
- 20 *infra*. All candidates accessing the candidate web site for the first time have the option of creating a personal profile 397 and thereafter completing an employment skills questionnaire 399, or searching posted employment opportunities 401. Candidates who request consideration for
- 25 searched employment opportunity 403 must also complete a personal profile 405.

- Figures 28 through 43 illustrate the candidate web site. Figure 28 illustrates an introductory page 407 at the candidate web site. At the introductory page, the candidate
- 30 has the option of selecting the "Join Our Team" hyperlink 409 to create a personal profile and thereafter complete an on-line skills questionnaire, or selecting the "Today's

Jobs" hyperlink 411 to search and request consideration for posted employment opportunities.

Notably, the candidate is presented with an image of a certified recruiter or event staff member (e.g., Ni Kal) 413 having associated "Flash™" 415 and "text" 417 hyperlinks. Upon selecting the "Flash™" hyperlink, a new browser window 419 is spawned as illustrated in Figure 29. The new browser window presents the candidate with a Flash™ presentation (e.g., streaming graphics, animation and audio) of the certified recruiter's biography. Alternately, the candidate can select the "text" hyperlink 417 and be presented with a non-Flash (i.e., HTML-based) presentation of the recruiter's biography 420 as illustrated in Figure 30.

Candidates selecting the "Join Our Team" hyperlink 409 at the introductory page illustrated in Figure 28 are presented with the page illustrated in Figure 31. Figure 31 illustrates the first page for creating a candidate's personal profile. Here, the candidate enters her e-mail address 421 and password 423 for future access to the candidate web site.

Upon entering her e-mail address and password for the first time, the System creates a profile for the candidate that is stored and accessible to hiring administration and staff behind the public-access firewall 35a illustrated in Figure 2. As discussed in more detail *infra*, the candidate profile is updated during the remainder of the hiring process based on candidate input and input from recruiters and event staff.

After entering her e-mail address and password for the first time, the candidate is presented with the "Contact Information" page illustrated in Figure 32. Here, the candidate inputs her current contact information (e.g., name, address, telephone number etc.) 425. Automatically,

the system adds the candidate's contact information to her profile behind the public-access firewall 35a illustrated in Figure 2.

Notably, the System retains and updates all
5 information that the candidate inputs during the hiring process. Accordingly, the candidate does not have to enter the same information into the System more than once over the course of the hiring process.

Figure 33 illustrates the beginning of the on-line
10 skills questionnaire. To begin the questionnaire, the candidate selects a career path from a career path drop-down menu 427. Preferably, skills questionnaire content depends on the career path chosen by the candidate. As discussed
15 *infra*, the candidate's responses to the skills questionnaire are added to the candidates' profile and reviewed during the candidate invitation step of the hiring process to decide whether to invite the selected candidate to an employer-hosted event for further evaluation.

Skills questionnaire inquiries include but are not
20 limited to the candidate's educational background 429 as illustrated in Figure 34 a leadership behavior assessment 430 as illustrated in Figure 35, personal experiences 432 as illustrated in Figure 36, a minimum salary requirement, an employment history and a personal evaluation. Preferably,
25 current intern candidates are presented with additional inquiries regarding their personal intern experience.

Notably, the recruiter biographies 434 presented
at the candidate web site begin to track the candidate's updated profile where possible. For example, the biography
30 of a recruiter currently working for the employer as an electrical engineer may be presented to candidates whose profile indicates an interest or experience in electrical engineering. As a result of having recruiter biographies that automatically track the candidates' profiles, the

candidates can learn more about and potentially meet certified recruiters with whom the candidates have something in common.

Candidates who choose to search available employment opportunities select the "Today's Jobs" hyperlink 411 (illustrated in Figure 28) and are presented with the "Job Search" page illustrated in Figure 37. Here, the candidate inputs her employment preferences (e.g., career area 433, specialty 435, experience 437, job type 439, salary 441, location 443, etc.) and her educational background 445.

After submitting her search, the candidate is presented with the "Search Results" page illustrated in Figure 38. Each search result comprises a percent match value 447, a percent match graphical indicator 449, a job description hyperlink 451 and an "Add to job pod" button 453. Preferably, the search results are listed in descending order according to the percent that the candidate matching criteria specified in the employment requisition matches the candidate's employment preferences and educational background.

For a more detailed description of a particular search result, the candidate selects the job description hyperlink 431 for a selected employment opportunity. Figure 39 illustrates a web page containing a detailed job description. A detailed job description comprises the department or function to which the employment opportunity applies 433, details of the employment opportunity 435, levels of responsibility 437, hiring locations 439, education preference 441 and desired skills and knowledge 443.

Upon selecting the "Add to job pod" button 453 illustrated in Figure 38, a new browser window 445 containing a Flash-based job pod 447 is spawned, as

illustrated in Figure 40. Alternately, an HTML-based job pod (not shown) is provided for browsers lacking the appropriate Flash plug-in. The job pod is an interactive multimedia tool that the candidate uses to manage job opportunities the candidate is interested in. Referring again to Figure 40, searched job opportunities 449 are added or uploaded to the job pod 445 by selecting the "Add to job pod" hyperlink 451 associated with each job opportunity.

Figure 41 illustrates various elements of functionality associated with the job pod 453. The principal function of the job pod is to request consideration for an uploaded job opportunity. To do so, the candidate highlights an uploaded job opportunity 455, selects "C" for "Consider Me" 457 and selects the submit button 459. In response, the System adds the candidate to a pool of candidates (the "candidate pool") that have requested consideration for that particular employment opportunity. As discussed in more detail *infra*, the profile of each selected candidate in the candidate pool is reviewed during the candidate recommendation step of the hiring process to decide whether to invite the candidate to an employer-hosted recruiting event for further evaluation.

Another function of the job pod is to retain job opportunities uploaded by a candidate during a previous visit to the web site. Each time the candidate logs in at the web site and activates her job pod, her job pod presents the last three uploaded job opportunities.

Functionality is also provided to remove an unwanted job opportunity from the job pod. To do so, the candidate selects or highlights the unwanted job opportunity 455 and selects button 461 to delete the job listing.

The job pod also provides functionality to obtain a detailed job description of added jobs. To obtain a detailed job description, the candidate highlights an added

job opportunity 455, selects "J" 463 for "Job Details" and selects the submit button 459. In response, the System presents the candidate with a detailed job description as previously illustrated in Figure 39.

5 Yet another function of the job pod is to refer selected job opportunities to a candidate's friend. To do so, the candidate highlights an uploaded job opportunity 455 and selects "R" 465 for "Refer Selected Job to a Friend". In response, an e-mail application is spawned (not shown) having the job opportunity contained within the main text field of the e-mail. To send the mail, the candidate inputs the e-mail address of the recipient and selects "Send" (not shown).

15 Additional job pod functionality allows a candidate to customize the job pod. For example, the candidate can operate a themes selector button 467 to redefine the job pod color scheme (e.g., industrial, classical, camouflage, etc.). By operating the music selector 469, the candidate can select and play various types of music (e.g., classical, hip hop, jazz, etc.). The candidate operates the volume control 471 to toggle the volume on or off.

25 Figure 42 illustrates a personalized interactive messaging center presented to candidates who have requested consideration for current employment opportunities or taken the on-line skills questionnaire. Upon login to the candidate web site, the candidate utilizes the message center to communicate with recruiters, monitor the candidate's personal status throughout the hiring process and access her job pod. As candidates progress throughout the recruiting process, they receive guidance via the message center in an e-mail format 472. Guidance includes but is not limited to scheduling information, next-step instructions, frequently asked questions. Additionally,

candidates can provide feedback to recruiters regarding the recruiting process and present the recruiters with any special needs or questions the candidates may have. Candidates who progress to the final stages of the

5 recruiting process receive invitations to employer-hosted events, hard and soft rejections for employment, and offer/no offer letters via their personalized message center, as discussed *infra*. Additionally, candidates accepting employment conduct follow-up activities via their

10 respective message centers.

Figure 43 illustrates a page at the candidate web site for searching the campus visits and career fairs scheduled by recruiters, as discussed in Figure 13. Candidates can search campus visits and career fairs

15 according to the name of their school/professional organization 473 and date range 475.

Figure 44 is a block flow diagram continuing from Figure 27, block 394 . Unlike the web-recruited candidates discussed in Figure 27, referred candidates first come in

20 contact with the hiring process through a campus recruiter 477 (e.g., through an on-campus interview), an employee search firm 479 or through an executive recommendation 481.

If the referred candidate was identified by a campus recruiter 477 through an on-campus interview, the

25 recruiter accesses the System behind the public firewall, creates a profile for the candidate and inputs the interview results as shown in block 483.

Figure 45 illustrates a System interface through which a path B recruiter defines the profile and assessment

30 of a candidate identified via an on-campus interview. To define the candidate's profile, the recruiter inputs the candidate's contact information 489 and school information 491. To define the candidate's interview results, the recruiter rates the candidate based on various rating